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Executive Development

Emergency Recall of Off-Duty Personnel at the Mohegan Tribal Fire Department

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### Abstract

The problem was that the Mohegan Tribal Fire Department (MTFD) had no system for the emergency recall of off-duty personnel. The research purpose was to identify recommendations for an emergency recall system of off-duty personnel. Through the use of action research questions about what other fire departments are doing, is technology already available within the local government, do critical staffing issues exist, and what should the policy include were answered. The research was carried out through e-mail request, personal interviews, and literature research. The results showed the importance of and the need for a call-back system and policy. Recommendations were to immediately adopt the provided sample policy and initiate a complete manpower study.

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## Emergency Recall of Off-Duty Personnel at the Mohegan Tribal Fire Department

### Introduction

Providing adequate resources and personnel for emergency incidents is a critical duty for the fire service leader. Career and volunteer fire departments across the United States are continuously challenged to provide appropriate staffing levels for initial response as well as the expanding incident. An appropriately designed and implemented system and procedure for the recall of off-duty personnel can help overcome these challenges as well as providing added operational safety and proficiency.

The problem is the Mohegan Tribal Fire Department has no system for the emergency recall of off-duty personnel. The purpose of this research is to identify recommendations for an emergency recall system of off-duty personnel. This research project will use the action research methodology to apply the research findings to a draft off-duty recall policy and procedure for the Mohegan Tribal Fire Department. The research questions are:

1. How are other fire departments of comparable size and manning accomplishing firefighter recall?
2. What technology does the Mohegan Tribal Government or the Mohegan Sun Resort already have available that may be adapted to firefighter recall use?
3. What are the critical staffing issues regarding personnel call-back for emergencies?
4. What components and details should an Emergency Recall Standard Operating Guideline contain?

## Background and Significance

In May of 1996 the Mohegan Tribal Fire Department was established to provide fire, rescue, and emergency medical services to the rapidly growing Mohegan Indian Reservation in Montville, Connecticut. The staff currently consists of forty six employees with four ten-person shifts which provide twenty-four hour coverage to the Mohegan Tribal Reservation and mutual aid to the surrounding communities.

Currently the Mohegan Tribal Fire Department has no system or procedure for off-duty recall of personnel. Call volume has tripled over the past ten years and now exceeds six thousand requests annually. In addition to the rapidly expanding call volume the significance of emergencies has increased. Increased significance requires increased manpower needed to properly mitigate the given situation. In the past, when additional personnel have been needed, the dispatchers have been relied upon to attempt notification. However, dispatch also has limited manpower and, in the event of an emergency needing additional off-duty personnel, they do not have the time to make the proper calls.

For mutual aid response, the Mohegan Tribal Reservation is located in a primarily rural community surrounded by all volunteer or limited combination municipal fire departments. Volunteer fire department responses can be limited at times. Southeastern Connecticut is no exception to a nationwide issue; lack of volunteer firefighters. With this being true, how much reliability can the Mohegan Tribe put into mutual aid response? This reinforces the case that the Mohegan Tribal Fire Department needs a functional, consistent off-duty recall system and procedure in place as soon as possible.

This research project is related to operational objectives three and four of the United States Fire Administrations manual *Executive Fire Officer Program Operational Policies and*

*Procedures Applied Research Guidelines* which states (United States Fire Administration [USFA] 2003):

3. Reduce the loss of life from fire of firefighters.
4. To promote within communities a comprehensive, multihazard risk reduction plan led by the fire service organization.

Providing adequate manpower at any emergency will result in overall risk reduction not only for the firefighters but the community as well. To do this consistently, an organized system to man each shift is needed.

This research project also links to several areas in the *Executive Development* course. Unit 6, Change and Creativity, Unit 7, Organizational Culture and Change provide a link to manpower issues. The most important connection is Unit 10, Service Quality (National Fire Academy [NFA], 2006, p. 6-1, 7-1, 10-1). Providing the best customer service to the people served is a big key to success and having adequate personnel at any required incident will definitely result in better customer service resulting in quality service.

### Literature Review

A literature review was conducted to review the critical findings of others in relation to the need for manpower and an off-duty recall system and procedure at the Mohegan Tribal Fire Department. The outcome of this research will result in the need for additional funding, which will require justification. Sources were reviewed concerning the legal and political aspects of staffing, staffing impacts on fire related injuries and safety, volunteer fire department response issues, and acceptable risk for staffing decision making.

In 2001, the National Fire Protection Association (NFPA) approved NFPA 1710; Standard for Staffing Career Units. This was the first time in history the American fire-rescue

service has a national standard covering the staffing of fire companies in career departments. NFPA 1710 sets some very specific goals for career departments to achieve. It calls for a minimum response of fifteen firefighters on a structure fire, with the first due company reaching the scene within five minutes of being dispatched and the entire first-alarm assignment on the fire-ground within nine minutes. On emergency medical calls, 1710 also sets a five minute response time for the first responder, and calls for two emergency medical technicians and two paramedics on the scene of any advanced life support incident (Bruno, 2001).

There are many other details to NFPA 1710, but these are the major points. In simple terms, this means that career departments will have to operate with a minimum of four firefighters on engine and truck companies to meet the standard. This standard now puts the accountability on government officials and provides a badly needed national standard for Fire Chiefs and unions to use in fighting the budget battle (Bruno, 2001). Although Connecticut is not an NFPA state, this is still an important guideline to be sure to follow. The review of legal aspects will emphasize the importance and legal considerations for these recommendations. With the current staffing levels at the Mohegan Tribal Fire Department it leaves no questions about the need for an emergency call-back system.

In the past, the fire service has operated with little thought for any legal considerations. It was considered immune from legal action through the concept of sovereign immunity. Sovereign immunity was carried over from England and is based on the doctrine of divine right, the belief that monarchs obtained their right to rule directly from God and were accountable only to him. Therefore, it was sacrilegious to sue the king or the state. The doctrine of divine right held that the King and state possessed sovereign immunity from lawsuits. Therefore, few states, until the first half of the 20<sup>th</sup> century, have allowed suits against themselves or their subdivisions

without special permission from legislatures. This resulted in municipal corporations not being liable for poor or negligent performances of government duties. For years municipalities have relied on sovereign immunity to protect them and the fire service for protection from lawsuits related to negligent acts. However, the views pertaining to government agencies being held accountable for their acts have changed. This does not mean that lawsuits against government agencies are freely awarded, but more and more suits related to negligence are being brought against these agencies, and a number of them have been won (Reeves, 2006, p. 104).

The fire service is no exception to possible lawsuits and staffing issues must be considered a liability issue. A department can be held liable if it is proven that the lack of sufficient staffing caused an accident. If the incident or accident occurred after the fire department requested increased staffing, and presented documentation to justify the increase, there is a good chance a lawsuit could be decided in the department's favor. However, the award of a suit to a complainant could then open the way for punitive damages which often costs millions of dollars (Reeves, 2006, p. 108).

There are many ways to provide staffing at a scene; it is the responsibility of the local fire department to ensure staffing is at safe levels. This can be accomplished through apparatus staffing, mutual aid, or extra apparatus response. Each of these options could be viable but they must be carefully planned to ensure the safest application of fire protection is applied. Many departments play the averages and bet that the big event will not occur. This will save money for the moment, however it is a game of Russian Roulette leaving great opportunities for lawsuits. An award of millions of dollars against a fire department or municipality could place a financial burden on the municipality / fire department that could take years to overcome. Being proactive in staffing is a more sensible course of action. Although standards such as NFPA 1710 are not



mandatory, you could be held accountable to them if legal action is brought against your department (Reeves, 2006, p. 108).

In 1989, Providence, Rhode Island, compared staffing levels of three-firefighter companies to that of four-firefighter companies. The study showed that increased staffing levels resulted in a 23.8% decrease in reported injuries, 25% decrease in lost work-time injuries, a 71% decrease in overall work-time lost, and a dramatic decrease in the severity and frequency of firefighter injuries. A proper staffing program will help decrease firefighter injury and deaths, which in turn will reduce the chance of legal action being brought against your department. Use of funds that might be used to settle lawsuits could be applied to firefighter salaries and benefits instead (Reeves, 2006, p. 108).

It is understood that we will never have full staffing 24 hours a day, 365 days a year. Firefighters are human, employees get sick, family emergencies arise, dependant care issues come up, and employees need to leave work from time to time for other reasons. This is completely understandable; however, we must do our best to minimize short-staffing fire companies. Facts show, companies that are not properly staffed are not as safe and efficient as companies that are. If firefighter safety is the goal of the department, and it must be, then properly staffing the apparatus is a must (Hoffmann, 2003, p. 7).

The Dallas Fire Department conducted a study which showed that four firefighters could perform a rescue of potential fire victims 80% faster than a three-member firefighting crew. This was also confirmed in Westerville, Ohio. This is important if you are the one needing rescue. Dallas also conducted live fire drills designed to test staffing requirements to complete critical fireground task. The three-person crew could not accomplish the task within a given time frame. At three, there was little margin for error and any delay in arrival might place control of the fire

beyond their capability. The four-person crew was capable of satisfactorily controlling the fire and completing the rescue operation.

In this study, Dallas also concluded that staffing had a significant impact on survival rates. When rescues occurred between 12 - 15 ½ minutes from the time of call the survival rate was 46.6%. At reduced crew levels, the times increased to between 15 - 17 ½ minutes resulting in a 5.5% survival rate. Increased staffing and two to three minutes can increase victim survival eight fold. Decisions need to be made that are in the best interest of firefighters. Crews are successful when responding with the appropriate amount of equipment that is properly staffed. Long-term staffing of fire companies with three or less personnel is unacceptable. It leads to unsafe, inefficient operations. Safety has to be the priority over short staffing (Hoffman, 2003, p. 8).

It is estimated that 73% of the nation's firefighters are volunteers. For many, the volunteer fire service has been a family tradition. However, this tradition is at risk of dying in some parts of the country. Although some departments are thriving, overall the volunteer fire service is in crisis due to the lack of volunteers. Some feel that recruitment and retention may be the number one problem facing the volunteer fire service today. No matter where the department, urban or rural, people are under increased time constraints. An increased demand on people's time is the main reason recruiting volunteers is so difficult. Overall, people's lives are busier than they have ever been before. Not only is the stay at home mom nonexistent, parents are often working opposite shifts to facilitate childcare. You cannot fight fires while you are babysitting. Additionally, in some communities the majority of residents work out-of-town and are unavailable to answer calls during the day (Parker, 2003, p. 15).

The demands of volunteering have changed as well. Call volumes nationwide are increasing. Volunteer firefighters and EMTs must attend more training than in the past, which requires more time, and in some cases travel. All of these require a larger commitment that many are unable to make. This is especially true if you do not live near a training facility. In the old days volunteers joined the fire department, got their coat, helmet, and boots, and went to work. This is not the case anymore; there has to be training. Hours and hours have to be put in. Just to complete Firefighter I requires a commitment of over one hundred ten hours. This is only the initial training; ongoing training could require weekly commitments (Parker, 2003, p. 15). In addition to traditional fire and emergency medical services, volunteer fire departments are also being called upon to expand services. The most prominent of which are new duties surrounding homeland security. This requires even more training and time. Total emergency calls in the United States have increased an estimated 61% since 1983. (Buckman III & Scott, 2004, p. 6).

These volunteer shortages have an impact on the type of service the community receives and the safety of those who volunteer. Personnel shortages result in delayed response times and extensively tax resources. Having fewer people on the fireground or other emergency scenes also put the volunteers at risk (Parker, 2003, P. 16).

A community's unprotected risk is the degree of imbalance that exists between risk and fire suppression capabilities. If fire suppression forces available to respond to any incident are inadequate to deal with the situation, it would be considered part of the community's unprotected risk. Unprotected risk can be reduced or eliminated by decreasing risk or increasing fire suppression capabilities. Risk can be reduced through education, engineering, and enforcement. Suppression capability can be increased through manpower, additional fire stations, new equipment, water supply improvements, and mutual aid. Improving suppression capability has

always been the primary fire service response to risk imbalance. It is important that the community understand that this gap can never be completely closed. Acceptable risk is the level of risk the community is willing to live with. The Fire Chief's responsibility is to ensure that the governing bodies and community have all the information they need to make an informed decision about the level of acceptable risk they are willing to accept (Bennett et al., 2003, p. 1032).

The literature review influenced the research effort by providing the needed justification for additional manpower. The legal and political aspects of staffing provided an in-depth understanding of the liability being assumed when operating short-staffed. The impact of staffing on the safety of emergency responders as well as the quality of service was also excellently documented, showing the need for more personnel on the fire scene. The Mohegan Tribal Fire Department currently relies primarily on volunteer fire department response for mutual aid and manpower. This research provided a good understanding of the current crisis facing the volunteer system and additional justification for the need to ensure that a system is in place to call-back all full-time employees.

### Procedures

The purpose of this applied research project was to identify recommendations for an Emergency Recall System of Off-duty Personnel. A literature review was first conducted in order to obtain an academic understanding of the problem and provide justification for the purpose. A search for relevant data was conducted through the National Fire Academy's Learning Resource Center in Emmitsburg, MD. This search produced books, journal articles and Applied Research Projects all relevant to off-duty recall, manpower, political issues, legal considerations, and volunteer response. To ensure the literature review was comprehensive and

current Internet search engines were also used and returned a good number of relevant sources, sample policies, and fire department standard operating procedures.

In an effort to obtain valid information, standard operating procedures, and recall system recommendations from fire departments with similar situations, a request for information was sent out utilizing the State of Connecticut Commission on Fire Prevention and Control (CFPC) News e-mail list server. The e-mail list server sends a message to all registered fire departments in Connecticut and to all individual users who have CFPC subscriptions. Items to be considered for publication on the CFPC News must be sent to [jeff.morrisette@po.state.ct.us](mailto:jeff.morrisette@po.state.ct.us). Upon approval your request will be mailed to the entire list within two days. Individual contact information is one of the most important parts of this request. All responses are sent to the requesting individual, the CFPC is not responsible for any follow-up.

To ensure success of the program, information and ideas were solicited from all employees and the Information Systems department through interdepartmental e-mail and personal communications. All valid recommendations and ideas were followed up utilizing interdepartmental e-mail.

The request for information provided the names of three commercial companies that can be utilized to complete fast and effective off-duty recall. Through web sites, e-mail, and personal phone calls, call-back specific company brochures were requested. On-site demonstrations were requested following the receipt and review of all printed information. A labor management committee was formed to participate in each demonstration. Following these demonstrations the committee recommended one system to be utilized for the preliminary Standard Operating Procedure.

There are two limitations to these procedures. It was felt that limiting the request for information to the Commission on Fire Prevention and Control News would provide adequate feedback and information for the scope of this project. However, response was limited and the amount of information available for comparison was marginal. The second limitation was employee feedback. It was expected that given the opportunity to participate in this process, creativity and several ideas would be sparked. However, this was not the case and no valid employee feedback was received.

### Results

The results of this research include specific answers to the four original research questions. Included is a proposed standard operating procedure for the Emergency Recall of Off-Duty Personnel at the Mohegan Tribal Fire Department as shown in Appendix A.

How are other fire departments of comparable size and manning accomplishing firefighter recall? This research question provided limited, however, adequate results. Surprisingly, most progressive fire departments in the region are utilizing the same system for off-duty recall; Global Connect Strategic Voice Broadcasting. Three out of the six responses received are currently utilizing this system with two out of the three remaining departments currently planning a transition to Global Connect.

Global Connect is a New Jersey based company which offers some of the most innovative and cost effective voice messaging available today. Most fire departments use Global Connects Standard System which allows a client to upload lists (up to 99 at a time) and the ability to create voice broadcasts (up to 99 can be stored and saved), and they offer the same interactive key pad. Multiple-shift lists and perhaps an all-call list can be uploaded into the system with multiple contact numbers for each person. When recall is needed, a voice message

can be easily attached to the list of numbers for that particular broadcast. The recorded message is then scheduled and delivered to the desired groups.

The standard system also offers the same speed and line capacity as upgraded plans. You would be charged for usage only at a rate of \$0.12 per minute with a 30 second minimum or \$0.06 per connected call. If you don't use the system you simply won't receive a bill. Estimates based on potential uses of the system at the Mohegan Tribal Fire Department resulted in annual estimated cost not to exceed \$300.00 with the potential low cost to be \$60.00 (Melanie Zappone, personal communications, 01/12/2007).

In addition to web access into the system, Global Connect also offers the ability to deploy messages from a phone, cell phone, or home phone. This can be done simply by dialing the toll free number, key in a pass code, select the broadcast number you wish to send, record the message from the phone, and send it out. This can all be done without ever logging into a computer (Melanie Zappone, personal communications, 01/12/2007).

Another resulting option from this research was the use of company-issued cell phones. This would require Nextel phones to be purchased and distributed to all employees for the purpose of recall notification. The cell phones issued are accompanied by a strict personal usage policy and a 70 % minimum response requirement to alerts. This policy also includes the option for employees to register their personal Nextel phones with the required officer in order to avoid the usage limitations and response criteria. Based on average service plans and forty-six phones, this plan could easily exceed \$20,000 annually (Gary Allyn, personal communications, 01.21.2007).

The most common system currently being used is direct calling. The incident commander, assigned officer, or dispatch center simply makes individual calls from an

established list. This response was followed up with one common issue. Limited manpower does not allow anyone the time to properly complete an effective call-back. This result has returned us right back to the issue which created the problem for this research project.

What technology does the Mohegan Tribal Government or the Mohegan Sun Resort already have available that may be adapted to firefighter recall use? Personal communication with both entities Human Resources departments and Information Services resulted in no technology available to be readily adapted for use as an off-duty recall system. The current interdepartmental e-mail system, Microsoft Outlook, has the ability to automatically send e-mail to individual cell phones. However, the end user has to have the proper phone and service (Jay Spellman, personal communications, 02/12/2007).

What are the critical staffing issues regarding personnel call back for emergencies? It was made clear by the literature review that staffing from emergency call-back is a necessity for today's fire departments. While staffing needs vary greatly with the hazard presented, it is very clear that a reserve firefighting force is needed due to safety concerns and reasonable established practices. In today's economic environment, most fire departments cannot meet the NFPA standard and recommended practice. The Mohegan Tribal Fire Department is no exception, even at a full shift of ten, the department is operating well below the recommendations. A fast and efficient off-duty recall procedure and system is one of the immediate solutions for this problem. Additionally, the Mohegan Tribal Fire Department only has enough staff to handle one incident at a time. In the event of an extended incident, emergency call-backs will be needed to staff the department for the next emergency while the initial shift is mitigating the initial incident.

While operating at minimum manning, which is eight personnel, one ambulance transport potentially leaves the engine company with only one firefighter and an officer. The literature



review clearly proves this unacceptable. Two ambulance transports will leave the engine company with one officer only. The current staffing at the Mohegan Tribal Fire Department does not allow for EMS and fire protection. It is one or the other, depending on which request for service comes in first. With no staffing increases planned for the future, it is imperative that an effective, fast, and easy-to-use off-duty recall system and procedure be put in place to continue providing fire and EMS services to the Mohegan Tribe.

What components and details should an emergency recall Standard Operating Guideline contain? This question is very important to the success of the system and procedure. One of the most important aspects of the policy will be authority to recall personnel. Recalling personnel will result in compensation issues so detailed authority to activate the system is very important. Tied directly with who has the authority to recall is when to recall and how many personnel should be recalled. These issues need to be detailed. Secondary issues to be addressed are mandatory reporting directives, maintenance of recall list and groups, personnel responsibilities when reporting, uniform requirements, and dismissal / termination procedures.

### Discussion

In addition to structural firefighting the Mohegan Tribal Fire Department provides a large number of services to the Mohegan Tribal Reservation and surrounding communities. These services include emergency medical services, hazardous materials response, rapid intervention teams, high angle rescue, and confined space rescue. For the purpose of this research this discussion will be limited to structural firefighting.

Any aspect of an off-duty recall system will require monetary commitments. For the most part the Mohegan Tribe is a private municipality and as with most municipal government budgets there is somewhat of a fiscal crisis resulting in budgets being scrutinized to the finest

detail. Support of a program is normally not questioned if you justify the need. Anticipating this the focus of the literature review was to justify the need to recall off-duty personnel.

The literature review and results clearly endorsed the concept and requirement that fire departments maintain an off-duty emergency call-back system. While implementation methods vary, career departments across the country have recognized the need for an effective call back system. The Mohegan Tribal Fire Department has recognized this need as well. The literature review provided very clear data regarding the proper staffing of engine companies. In *Fire Engineering* Mike Reeves (2006) utilized a study completed in 1989 by Providence, Rhode Island; it compared staffing levels of three-firefighter companies to that of four-firefighter companies. The study showed that increased staffing levels resulted in a 23.8% decrease in reported injuries, 25% decrease in lost work-time injuries, a 71% decrease in overall work time lost, and a dramatic decrease in the severity and frequency of firefighter injuries. A proper staffing program will help decrease firefighter injury and deaths, which in turn will reduce the chance of legal action being brought against your department. Use funds that might be used to settle lawsuits could be applied to firefighter salaries and benefits instead. The Mohegan Tribal Fire Department normally operates at three firefighters or less (p. 108).

Assistant Chief John Hoffmann (2003) referenced a similar study completed by the Dallas Fire Department. The Dallas Fire Department conducted a study which showed that four firefighters could perform a rescue of potential fire victims 80% faster than a three-member firefighting crew. This was also confirmed in Westerville, Ohio. This is important if you are the one needing rescue. Dallas also conducted live fire drills designed to test staffing requirements to complete critical fireground task. The three-person crew could not accomplish the task within a given time frame. At three, there was little margin for error and any delay in arrival might

place control of the fire beyond their capability. The four-person crew was capable of performing satisfactorily in controlling the fire and completing the rescue operation (p. 7).

In this study, Dallas also concluded that staffing had a significant impact on survival rates. When rescues occurred between 12 - 15 ½ minutes from the time of alarm the survival rate was 46.6%. At reduced crew levels, the times increased to between 15 - 17 ½ minutes resulting in a 5.5% survival rate. Increased staffing and two to three minutes can increase victim survival eight fold. Decisions need to be made that are in the best interest of our firefighters. Crews are successful when responding with the appropriate amount of equipment that is properly staffed. Long-term staffing of fire companies with three or less personnel is unacceptable. It leads to unsafe, inefficient operations. Safety has to be the priority over short staffing (p. 8).

How does this apply to emergency call-back? The financial burden to ensure the engine company is always staffed with four firefighters would be significant and probably not practical. The Mohegan Tribal Fire Department currently cross-mans apparatus to ensure a sufficient response. However, these personnel come from ambulance crews and ambulance requests have increased significantly. As stated previously, this is Russian Roulette. Will the ambulance crew be available when an engine response is required? It is very easy to recognize the need for a functional, efficient off-duty call-back procedure and system.

Mike Reeves (2006) also referenced several ways to provide staffing at a scene. He reinforced the fact that it is the responsibility of the local fire department to ensure staffing is at safe levels. This can be accomplished through apparatus staffing, mutual aid, or extra apparatus response. Each of these options could be viable but they must be carefully planned to ensure the safest application of fire protection is applied. Many departments play the averages and bet the

big event will not occur. The Mohegan Tribal Fire Department primarily relies on mutual aid response for required manpower and adequate scene staffing. This is significant, and applies to employee call-back, because the mutual aid response is primarily volunteer. Volunteer fire department response is not reliable enough for planning purposes. James Parker (2003) reported that volunteer fire departments are starving for new recruits. The volunteer tradition is at risk of dying in some parts of the country. Although some departments are thriving, overall the volunteer fire service is in crisis due to the lack of volunteers. Southeastern Connecticut is no exception to this nationwide problem.

It is apparent that Mohegan Tribal Fire Department does not comply with most pertinent national standards such as NFPA 1710. The department has a responsibility to provide additional resources for greater emergencies. What needs to be done is to refine and adopt the attached preliminary policy, Appendix A. This policy will provide an effective procedure and system for emergency call-back. The current fiscal environment will not allow for additional fulltime staffing. Even if it did, it is understood there will not be full staffing 24 hours a day, 365 days a year. Firefighters are human, employees get sick, family emergencies arise, dependant care issues come up, etc., and employees must leave work from time to time. This is completely understandable; however, we must do our best to minimize short staffing companies. Facts show that companies not properly staffed are not as safe and efficient as companies that are. If firefighter safety is the goal of the department, and it must be, then properly staffing the apparatus is a must (Hoffmann, 2003, p. 7).

If the proposed policy is adopted it will be a very positive organizational implication. Shift commanders will have written authority to recall personnel. Employees will have guidance on where and how to respond. In reference to the research this policy will reinforce the case that

additional staffing is needed. Finally, it will show that management is trying every means possible to ensure adequate staffing and provide for the safety of the employees and the public that we are sworn to protect.

### Recommendations

Based on the results of this research, it is recommended that the Standard Operating Procedure, Appendix A, be reviewed and adopted as soon as possible. To ensure the success of the program it is also recommended that a labor/management committee be formed to review the policy and recommend any final changes prior to implementation.

In addition to the adoption of the attached policy, Appendix A, the data presented in these results indicates the current staffing levels at the Mohegan Tribal Fire Department need to be closely scrutinized by management. The implementation of the recommended standard operating procedure is only one segment of a much larger issue that was revealed by the results and literature review sections of this applied research project.

As stated in the discussion, the adoption of this policy will result in three primary organizational benefits. Shift commanders will have written authority and guidelines to recall off-duty personnel. Employees will have guidance on where and how to respond. Finally, it will show that management is trying every means possible to ensure adequate staffing and provide for the safety of the employees and the public which firefighters are sworn to protect.

It is recommended that future researchers who wish to replicate this study significantly expand any request for information. A formal survey may even be a better option than a request for information. Responses to the request for information were very limited. However, after reviewing several other applied research projects it appears to be a trend that surveys and information request are not always responded to as expected. This fact results in the need to

ensure enough surveys or request are sent in order to receive the desired amount of feedback. In today's fast-paced world everyone is far busier than in the past, answering a random survey or responding to a request for information is not high on most peoples list of priorities.

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## Appendix A



### MOHEGAN TRIBAL FIRE DEPARTMENT

### Policy & Procedure # 50

#### Emergency Recall of Off-Duty Personnel

##### 50-1 Purpose

50-1.1 The purpose of this policy and procedure is to establish authority and provide a policy and guidelines for the call-back of emergency personnel.

##### 50-2 Scope

50-2.1 All Mohegan Tribal Fire Department personnel are subject to recall.

##### 50-3 Policy

50-3.1 Whenever it is determined by a Shift Commander, Incident Commander, or Chief Officer that an emergency will soon exceed, or already has exceeded, the capabilities of the on-duty shift, said Incident Commander, Shift Commander, or Chief Officer are authorized to obtain additional personnel by recalling off-duty personnel.

50-3.2 Personnel contacted to report for duty during an emergency recall who are ill, under the influence of medication, or under the influence of alcohol shall refrain from participating in the emergency recall.

##### 50-4 Procedure

50-4.1 Upon a request for off-duty personnel to be recalled, the following procedure will be activated.

50-4.2 The Incident Commander or assigned representative will activate the Global Connect System notifying the appropriate number of personnel as requested by



the Incident Commander. Personnel will either be directed to call in or if an all call or entire shift is needed the message will request an immediate response.

Internet: www.gc1.com Telephone: 888-000-0000 Access #: \_\_\_\_\_

- 50-4.3 If an emergency recall is requested and the Global Connect System is down for some reason, the Emergency Dispatch Center will request assistance from a Protective Services Supervisor and begin making the necessary phone calls to attain the appropriate number of personnel for the recall.
- 50-4.3 Personnel contacted will report to Station 1 for staging and assignments. The first arriving officer will contact the Incident Commander for instructions and coordinate all recall personnel activities. Recall personnel are not expected to arrive in uniform; however, spare uniforms shall be maintained at Station 1 in the event recall personnel are assigned to station coverage.
- 50-4.4 A list of all personnel's current home telephone numbers, cell phone numbers, and personal pagers (if applicable) will be maintained at the Emergency Dispatch Center, Shift Commanders office, and Squad 1. U18C is responsible for the maintenance of this list. This list will be circulated quarterly for verification by all personnel.
- 50-5 Compensation
- 50-5.1 Compensation will start immediately when personnel are contacted and accept the request. Minimum compensation will be 2 hours.
- 50-6 Types of Recall
- 50-6.2 All Call, Global Connect (GC) Group5

- 50-6.3 Single Shift, GC: Group 1 A-Shift, Group 2 B-Shift, Group 3 C-Shift, Group 4 D-Shift. The Incident Commander will determine the number of groups to be recalled based on the incident.
- 50-6.4 Paramedic Groups, GC: Group 6 Per-Diem Paramedics, Group 7 Full-Time Paramedics
- 50-6.5 U18C will be responsible for all Global Connect group maintenance.
- 50-7 Additional Recall Authorization
- 50-7.1 The Shift Commander may have the need to request off duty recall in other than emergency situations. The following are authorized:
1. To maintain minimum manning (8) due to short notice call in.
  2. To fill minimum paramedic manning (2) due to short notice call in.
  3. To back-fill station due to mutual aid fire or rescue call. (5)Personnel shall be maintained at Station 1 and 1 at Station 2. This shall not be activated until it is confirmed mutual personnel will be committed to the mutual aid emergency scene.
- 50-8 If call backs are required that exceed this policy and procedure authorization will be required from the Fire Chief or Deputy Fire Chief prior to initiating.
- 50-9 All Shift Commanders, Lieutenants, Acting Lieutenants, and Dispatch personnel will be train annually with the Global Connect System.